



Afghanistan Institute of Rural Development Training Workshop Report AIRD Training/Education Division



Provincial Course No (06)

Name of training:	Management, Leadership and Communication
Target Groups:	Social change Agents and Shuras
Date/Duration:	Six days (12 – 17 Mar, 2011)
Implementing Agency:	Afghanistan Institute of Rural Development (AIRD)
Funding Agency:	AECID
Venue:	Directory of Information and Culture, Nangarhar
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1. Abbreviations:

1	AIRD	Afghanistan Institute of Rural Development
2	DDA	District Development Assembly
3	DOAIL	Directorate of Agri- Irrigation and Livestock
4	DOPH	Directorate of Public Health
5	DOWA	Directorate of women Affairs
6	IACSI	Independent Administrative Civil Service Institute
7	IARCSC	Independent Administrative Reform Civil Service Commission
8	IARCSC	Independent Administrative Reform Civil Service Commission
9	IDLG	Independent Directorate of Local Governance
10	MAIL	Ministry of Agriculture Irrigation and Livestock
11	MOJ	Ministry of Justice
12	MOPH	Ministry of Public Health
13	MRRD	Ministry of Rural Rehabilitation and Development
14	NABDP	National Area Base Development Program
15	NSP	National Solidarity Program
16	PC	Provincial Council
17	PGH	Provincial Governance House
18	PRRD	Provincial Rural Rehabilitation and Development
19	SW	Social workers
20	PDF	Provincial Development Fund

2. Introduction

2.1. Background

The Spanish Government has funded Afghanistan Institute of Rural Development (AIRD) to build/develop the capacity of formal and informal Local Self Governance Institutions (LSGIs) and government officials who works in rural development, decentralization and good governance or in social and development affairs at the districts and villages levels. AIRD has developed Capacity Building Program for formal and informal Local Self Governance Institutions (LSGIs).

According to Provincial Development Fund operational manual AIRD will be engaged in the capacity building of government officials who work in community with various Shuras, DDAs and other Member of Shuras at district and village levels. This program will be delivered into four phases; 1: Awareness Programs, 2: Knowledge Development, 3: Skills Development and 4: Attitude change. The target groups for these programs include Social workers (SW), IDLG (District and Village Manager), MAIL (extension workers), and MOJ (Public Awareness Officer), MOPH (Community Health Supervisor) members of District Development Assembly (DDA), members of Health, Education, Women and Agriculture Shuras.

Based on the experience of AIRD, the project used the cascade method to transfer skills and knowledge from central to grassroots institutions. First, AIRD trainers would get trained by national advisors and international consultants on rural development issues at the central level. Later on AIRD trainers would organize training of Trainer (ToT) programmes for SWS. Some potential SWS' are selected as trainers to help AIRD trainers to train DDA members at the provincial level as facilitators and transfer the skill and knowledge to DDA members and other target groups at the district and village levels.

The purpose of this workshop was to enhance the capacity of Social change agents and Local Self Governance Institution (LSGIs) and Social Change Agents on concepts of Management, differentiate leadership with management and leadership styles at the grass roots levels; Concept, importance of communication, types of communication, tools & techniques and communication system at the grass roots with a view to build strong relationship /synergy among various stakeholders at provincial, district and villages levels. This is the report of the Six days workshop on Management, Leadership and Communication Conducted by AIRD in Nangarhar which had 59 participants.

3. Workshop Management

3.1. Preparation

Preparation of training included the following tasks: finalization of contents, training material (modules, hand outs) schedule, session plan, printing training materials and logistic arrangements including projectors, flip chart and computers, as well as training hall or venue for conducting workshop.

3.2. Coordination

AIRD Training team has already established good rapport and understanding with all the key government departments, agencies as well as the other mechanism set in place at the provincial level for capacity building (generally UNAMA is tasked with coordination of capacity building). Accordingly, Provincial Rural Rehabilitation Directorate (DRRD),

Directorate of Agriculture (DOA), Directorate of Public Health (DOPH), IDLG provincial office, Directorate of Justice(DOJ) and District Governors from 4 districts of Nangarhar province were contacted to identify and nominate participants for the training workshop.

The Provincial Governor's House (PGH), Provincial Shuras (PS), and United Nation Assistance Mission for Afghanistan (UNAMA) were contacted to help AIRD team in organizing the program and were also invited for the inaugural event of the workshop. Invitations were extended to all relevant government and non-government officials.

3.3. Management

AIRD team consisting four people, three AIRD trainers and one admin & finance Assistant, AIRD trainer Hamidullah Halim assign as a team leader to organized this training workshop. The participants were divided into two groups (A, and B). And a representative nominated to easily share and communicates the problems and suggestion to team leader. The Team leader along with the support of the team of trainers was responsible for the overall management and ensuring the quality of training by regularly observing the class, evaluating the teaching quality of the trainers, the quality of delivering exercises and how these are accepted and understood by the participants. He was observing the quality of the support services too, based on which and the feedback received by the trainers. He solved both the academic and the support services problems were resolved.

4. Opening Ceremony

Training program was officially opened with recitation of Holy Quran followed by national anthem. Many Government and non-government officials from various departments throughout the province came for inauguration ceremony.

Mr. Hamidullah Halim; The Team Leader of the Training Team, started the opening ceremony and explained the training schedule and agenda. Mr. Shir Afghan Director of Information and Culture Directory of Nangarhar Province welcomed the participants and the entire team and requested the team to be fully active during training. Mr. Rahmanullah DRRD Advisor who spoke at opening ceremony called upon the participants to struggle hard and honestly for the capacity building of the people of Afghanistan.



At the end of opening ceremony 100 books were given to start a library at RRD office Nangarhar. These books were sent by the main library of Afghanistan Institute of Rural Development.

5. Objectives of Training Program

Management, Leadership and Communication Objectives:

- To expose the participants to the concept of Management, differentiate leadership with management and leadership styles at the grass root levels.
- To build strong relationship /synergy among various Local Self Governance Institutions (LSGIs) at provincial, district and villages levels.
- To enhance the capacity of Social change agents and Local Self Governance Institution (LSGIs) on concepts and importance of communication, types of communication, tools & techniques and communication system at the grass root levels.

6. Facilitators

The training was facilitated by the following AIRD Training Team

❖ Hamidullah Halim	Team leader
❖ Mr. Shamsuddin Shams	Trainer
❖ Mr. Mujtaba Ahmadzai	Trainer
❖ Amanullah Kamran	Finance Assistant



7. Participants

The workshop was attended by a wide range of participants from five governmental departments such as Social Workers from Provincial Rural Rehabilitation Directorate (PRRD), Extension Managers and Officers of Directorate of Agriculture(DOA), Community Health Supervisors of Directorate of Public Health (DOPH), Village Managers and Officers District Officers of IDLG, District Officers of Directorate of Justice(DOJ),and from nongovernmental councils like DDAs (Head, Deputy, Clerk and Financial manager of DDA Shuras) the director of women Shuras from each district , Head of Agriculture Cooperatives ,The breakup of the 59 participants including 10 woman is given in table below and participant's list is attached as Annex-2

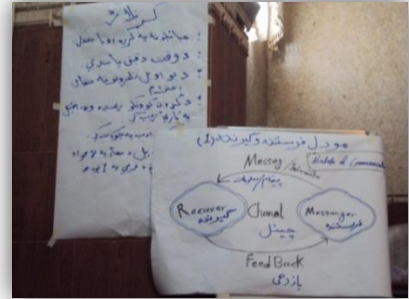


Nangarhar Province	Training Participants				
	S. No	Institution Name	Participants		Total
			Male	Female	
	1	DRRD	9	0	9
	2	DOAIL	8	0	8
	3	DOPH	3	1	4
	4	IDLG	5	0	5
	5	Justice	5	0	5
	6	DDA	14	1	15
	7	DOWA	0	8	8
	8	Agri -Cooperative	5	0	5
		Total	49	10	59

8. Course Delivery/Approach and Methodology

The trainers adopted different methods in different situations. Especially they were using participatory methods in order to engage the trainees and motivate them. And the following methodologies were used in the workshop.

- Brainstorming
- Question & Answers
- Group discussions
- Lecture
- Presentation
- Slide show
- Snow balling



Some Photos of the class activities are attached as Annex-3

9. Participants Feedback

All participants expressed their satisfaction in feedback session about trainers and training methods. They added that the program was effective and it will affect their managerial activities. They requested AIRD for more such workshops for them. They were happy and satisfied with the contents and methods of training. The participants also filled out the workshop evaluation form and the outputs are presented in Table below. **The overall rating of the course was 4.51 % on a five point scale which works out to 90.3%**

S. No	Particulars/Item	Score (%)
1	Course Content	88.5
2	Presentation skill	97.4
3	Course materials	87.3
4	Training venue/environment	92.3
5	Time &Duration	86.1
	Overall (Average)	90.3

10. Details of Activities

Day-01

After registration inauguration and ice- breaking, the participants were given a brief explanation about the importance of Management and Administration. Following this, the participants were divided into two groups. A pre- test was taken from all participants in order to understand their level of knowledge regarding Management, Leadership and Communication. The following topics were discussed on the first day of the training workshop:



Administration/Management:

The contents of this session included definition of management ; administrative and management framework; system and types; strategic planning-definition , importance of strategic planning ; planning –definition, basic requirement, types (short , mid and long term planning), purpose, steps; organizational structure; project- definition and management of project; administration - definition, elements , importance, Manager-main tasks; level of managements/managers and managerial skills; organization- Henry Fayol principle, goals, characteristics of goals, resources, effectiveness, efficiency and stakeholders,.

Day-02

Leadership

After the recap of previous day, a new session was started on Leadership with the following topics; the trainers were explained the definition of leadership; types of leadership (formal and informal) Hades Nabi Peace Be Upon Him, about the leaders; characteristics, principles values of leaders; leaders-roles; leadership qualities, ways to develop leadership, styles of leadership, difference between leaders and managers, The participants were divided into five groups to do this exercise. Then, each group explained their presentation and received feedback on the spot from AIRD trainers.



Day-03

Time Management:

After the recap of previous days' input, the session began with the new topic on time management. The trainers explained the definition of time management. The participants were facilitated to use participatory methods like Urgent and importance Matrix to understand prioritization of activities. Time management- Definition of time management, Importance of time management, Prioritization of activities, Obstacles to effective time management, Feedback time management in work were introduced using practical examples and discussions.



Meeting;

In the afternoon the new session on Concept and meaning of meeting was taken up. The contents include organization of meeting; the chairperson and his/her duties and responsibilities, framework of meeting, tips for effective meeting. More concentration was focused on outcomes of meeting. During this session some practical examples were given by the trainers on how to organize the meeting at the grass roots levels.

Day-04

Communication:

The fourth day began with a short recap of the previous day, and the new session on Concepts of Communication. The trainers explained the types, components and barriers in communication; techniques of question. The participants were divided into six groups to do the exercise. Each group explained their presentation and received feedback on the spot from AIRD trainers. After this, next session dealt on active listening, and triangulation of listening, communication at the grass roots levels.



Day-05

Report writing;

The session on report writing covered definition of report, importance of a report; types of reports; difference between oral and written reports; organization of report; steps in report writing, planning a report; and components of a report. Then the participants were divided into four groups to do an exercise. Each group explained their presentation and received feedback on the spot from AIRD trainers.

Day-06

Filing system

The last day began with a short revision/recap of the previous day. The new session was filing system. The contents included, types of filing systems; meaning of and importance of filing system; structuring filing system, effective distribution of receiving and sending official letters, system of keeping essential documents, main elements of organizing documents, some important question before discarding office documents; how to organize your office desks, how to send effective electronic message; During this session some practical examples were given by the trainers regarding the coordination, planning and evaluation. AIRD trainers once again quickly revisited all the last five day lectures with the participants. In the afternoon the DSA was paid to all participants and the certificates were awarded to the participants by AIRD trainers and captured combine group photos in the hall.



11. Conclusion

11.1. Challenges and Problems:

1. Lack of coordination among Govt. institutions and Non Governmental institutions at the grass roots levels in identification and nominating proper candidates for training and field work.
2. Lack of proper training venue/hall to conduct the training workshop in the province.
3. Difficult to identify the bonafide of members of DDA because they don't have any ID Card.
4. Non availability of basic facilities and work environment like computer and furniture for Social Workers.
5. The reimbursement of travel expenses as per the government rules is much lower than the actual expenses, because of which the participants will have to spend money out of their own pockets.
6. Inadequate DSA to trainers and trainees.
7. Recently there were insecurity problems in Nangarhar Province and workshop participants were unable to come on time and workshop activities were under pressure.



11.2. Recommendation

1. Based on the MRRD financial policy we can't pay for the travel expenses to those participants who come from villages less than 25km of the training venue creates problems all the time.
2. Proper place for training venue/hall to conduct the training workshop.
3. NABDP should provide/distribute ID cards to the members of DDA to easily identify them.
4. Providing actual travel expenses to the participants; DSA should be increased from 500 Afs to 1000 Afs
5. Providing travel expenses to those participants who come from villages less than 25km of the training venue.
6. MRRD programs should establish a working committee for capacity building to coordinate and share their plans in order to avoid duplication at different levels.
7. Participants requested AIRD to organize such as workshop at the district levels rather than the provincial levels

12. Lesson learned

1. The facilitators should give more attention to the culture and systems of community respect for public representative as otherwise, the environment will be vitiated
2. Facilitators can learn quite a bit from participants through information and experience sharing among the participants.
3. Rented a hotel is not the proper place for conducting a workshop.
4. Awarding certificates encourages participants.
5. Team work is very important. For successful workshop,
6. Better coordination with all stockholders is very necessary for successful implementation of workshop
7. For every variant we should find different alternative for good performance.



13. Closing Ceremony

The Closing ceremony was started as scheduled on the last day of workshop. Mr. Shir Afghan, Director of Information and Culture Directorate of Nangarhar province expressed his appreciation and showed his satisfaction on the training methodology. All participants were asked to share the lessons they learned with the rural people on their return to the village. Mr. Hamid Ullah Haleem, Team Leader, thanked all participants. At the end Secretary Directorate of Rural Rehabilitation & Development Mr. Rahman Ullah and Engr. Abdul Satar distributed the training course certificates to the participants. Then representative of AIRD thanked all guests and training participants for their participation and cooperation in training program.



14. Appendix

Annex 1: Workshop Schedule

Day-01:

Timeframe	Description
08:00-09:00	Registration
09:00-09:05	Recitation of the Holy Quran
09:05-09:10	Standing ovation to the national anthem of the country
09:10-09:15	Inauguration Speech by Hamidullah Halim
09:15-09:30	Welcome and objectives of the workshop By Hamidullah Halim
09:30-09:40	Statement of Rahmanullah DRRD Adviser
09:40-09:45	Inauguration speech by .Shir Afghan Director of Information and Culture Directory
09:45-10:15	Pre-test
10:15-10:30	Tea Break
10:30-11:30	Definition Management
11:30-12:00	Importance of Management
12:00-12:30	Specification, principals of Management
12:30-01:30	Lunch and prayers
01:30-02:30	Level of Management
02:30-03:30	System and Strategy

Day-02:

Timeframe	Description
08:30-09:00	Revision of the previous lesson

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09:00-09:30	Leadership
09:30-10:15	Specification of leadership
10:15-10:30	Tea/Coffee Break
10:30-11:00	Difference between manager and Leader
11:00-11:30	Role of Manager
11:30-12:30	Manager should be a leader or not
12:30-01:30	Lunch and Prayers
01:30-02:30	Value of leaders and leadership
02:30-03:00	Jobs and responsibilities of Leaders
03:00-03:30	Leadership ways and leadership according Islam

Day-03:

Timeframe	Description
08:30-09:30	Revision of the previous lesson
09:30-09:45	Definition of Time Management
09:45-10:15	Importance of time management
10:15-10:30	Tea/Coffee Break
10:30-11:00	Priority of activities
11:00-11:30	Barriers of time management
11:30-12:30	Conclusion
12:30-01:30	Lunch and Prayers
01:30-02:30	Meeting organizing
02:30-02:45	Energizers
02:45-03:15	The head of meeting responsibilities
03:15-03:30	Group discussion & evaluation

Day-04:

Timeframe	Description
08:30-09:30	Revision of the previous lesson
09:30-10:15	Communication
10:15-10:30	Tea/Coffee Break
10:30-12:30	Barriers of Communication and its destroying
12:30-01:30	Lunch and Prayers
01:30-02:00	Techniques of Questions
02:00-02:30	Active Listening
02:30-02:45	Feedback
02:45-03:15	Attitude
03:15-03:30	Evaluation

Day-05:

Timeframe	Description
08:30-09:00	Revision of the previous lesson
09:00-09:05	Report Writing
09:05-10:15	Specification and kinds of a report
10:15-10:30	Tea/Coffee Break
10:30-12:30	Difference between verbal and written report
12:30-01:30	Lunch and Prayers
01:30-02:00	Steps of report writing
02:00-02:45	Continued
02:45-03:30	Components of a report

Day-06:

Timeframe	Description
08:30-09:00	Revision of the previous lesson
09:00-09:30	Filling system
09:30-10:15	Kinds of filling system
10:15-10:30	Tea/Coffee Break
10:30-11:30	Memo
11:30-12:30	Self and office organizing
12:30-01:30	Lunch and Prayers
01:30-02:00	Post test
02:00-03:30	Certificate & DSA distribution

Annex 2: List of Participants

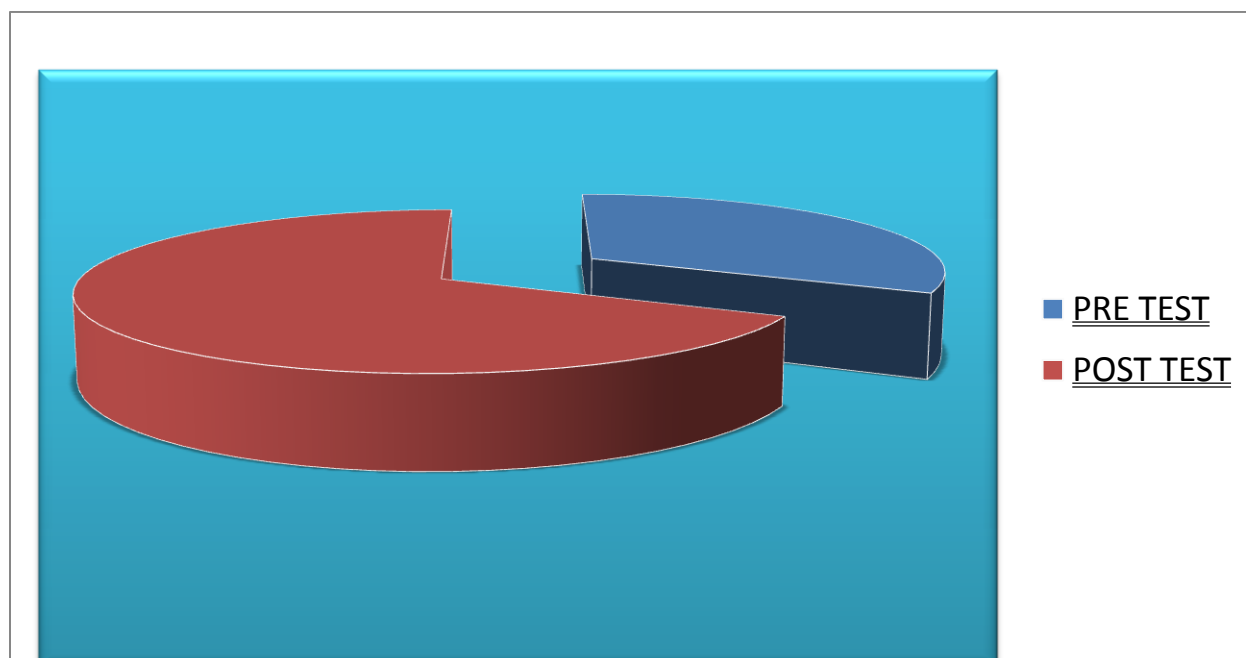
No	Name	Father Name	District	Contact #
01	Mohammad Anwer	Badam Gul	Kama	700488182
02	Fayez Mohammad	Ghulam Jan	Behsud	789080724
03	Mirwais	Gul Pacha	Behsud	797135586
04	Zabiullah	Inayetullah	Behsud	700609502
05	Mohammad Shoaib	Mohammad Ayub	Surkhroad	798220243
06	Mohammad Naeem	Ahmad jan	Surkhroad	799892751
07	Mohammad Jameel	Abdul Rasheed	Surkhroad	773415785
08	Fazel Rabi	Mohammad Hassan	Kama	799117632
09	Lal Mohammad	Sayed Ahmad	Kama	707719594
10	Mohammad Sayed	Sayed Miran	Kama	776421959
11	Ashiqullah	Mohammadullah	Khogiyani	772198524
12	Mohammad Dauod	Ghulam Habib	Surkhroad	797136728
13	Misbahullah	Ghulam Nabi	Khogiyani	799641841

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14	Mohammad Karim	Haji Abdul	Khogiyani	798876006
15	Ahmad Sohil	Mohammad Rahim	Kama	700602019
16	Abdul Aziz	Mohammad Umer	Kama	700611452
17	Hazret Khan	Mukhtar Khan	Khogiyani	799644226
18	Jahanzib	Abdul Matin	Kama	772932235
19	Azizudin	Samiudin	Surkhroad	787084815
20	Gul Meer	Mohammad Amir	Behsud	785379377
21	Mohammad Naser	Mir Afzel	Behsud	799355777
22	Gula Jan	Masoom	Kama	771217246
23	Ghulamudin	Mohammad Yasin	Khogiyani	799689933
24	Din Mohammad	Khair Mohammad	Khogiyani	799541142
25	Mohammad Imran	Noorul haq	Kama	778302494
26	Naqibullah	Ghulam Sadeq	Kama	796562943
27	Subhanullah	Abdul Ghafoor	Surkhroad	786092353
28	Haji Khan Mohammad	Ghusudin	Behsud	700603467
29	Malek fatihullah	Abdul Rahim	Khogiyani	774342215
30	Fazel Haq	Mohammad Sharif	Kama	777612167
31	Sayed Matiullah	sayed Habibullah	Surkhroad	
32	Mohammad Umer	Haji Mohd Akram	Surkhroad	700634268
33	Amina	Malek Gul Jan	Behsud	700487714
34	Rahman Ullah	Shamingul Khan	Kama	
35	Engneer AbdulSattar	Abdul Shakour	Kama	799551996
36	Aziz Ahmad	Fazel Rahim	Khogiyani	797341031
37	Malek Baba	Mohammad Inam	Khogiyani	
38	Malek Zaman	Mohammad Umer	Khogiyani	
39	Ghulam Yahya	Mirza Mohd Younas	Surkhroad	774342215
40	Abdul Wahid	Hayat Khan	Khogiyani	799259401
41	Malek Farman Shah	Mazdur Khan	Behsud	789673841
42	Ibadullah	Samiullah	Surkhroad	700014087
43	Abdul Aziz	Abdul Rauf	Surkhroad	773419283
44	Malek Gharibullah	Haji Abdullah	Surkhroad	776421959
45	Abdul Matin	Mir Aqa	Surkhroad	772198524
46	Gul Agha	Bulbol	Behsud	797136728
47	Fazel Karim	Fazel rahim	Khogiyani	797964184
48	Haji Nazer Mohd	Mohd Zamir	Behsud	798876006
49	Malek Nimatullah	Abdul Halim	Behsud	700602019
50	Sheer Afghan	Mohammad Raza	Kama	700611452
51	Fauzia	Abdullah	Surkhroad	799644226
52	Shafiqqa	Sayed Mihraban	Kama	799139193

53	Shazia	Mohammad Anwer	Kama	787084815
54	Muska	Ghulam Mohidin	Behsud	799259401
55	Najiba	Abdul Samed	Khogiyani	789673841
56	Zakira	Abdul Jameel	Khogiyani	700014087
57	Noor Hamid	Abdul Hamid	Surkhroad	773419283
58	Basmina	Fazal Rabi	Khogiyani	776421959
59	Shams Aga	Sayed Rasool	Behsud	772198524

Annex 3: Result of Pre and Post Test



Annex 4: Workshop Photos

